

2

STUDY PROJECT

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

LEADERSHIP--DOES THE OFFICER CORPS
TRULY CARE FOR THE ENLISTED SOLDIER

BY

LIEUTENANT COLONEL THOMAS W. BAKER

DISTRIBUTION STATEMENT A: Approved for public
release; distribution is unlimited.

DTIC
S ELECTE D
JUL 14 1988
D

20 APRIL 1987



U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

A197020

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Leadership - Does the Officer Corps Truly Care For the Enlisted Soldier		5. TYPE OF REPORT & PERIOD COVERED Study Project
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) LTC Thomas W. Baker		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army War College Carlisle Barracks, PA 17013		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Same		12. REPORT DATE May 1988
		13. NUMBER OF PAGES 156
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report)
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution is unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The objectives of this study are to determine if today's officer corps is truly caring of enlisted soldiers and to address basic issues of leadership with respect to the perceived differences between the ideal and the actual as viewed by the senior noncommissioned officers attending the class of 1988 at the Sergeants Major Academy, Fort Bliss, Texas. Previous studies and relevant articles have been consulted. Data was gathered through a literature search and a survey instrument of US Army personnel. The study concludes that the		

DD FORM 1 JAN 73 1473

EDITION OF 1 NOV 65 IS OBSOLETE

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

senior NCO respondents are generally positive and sincere in their convictions.

Unclassified

Unclassified

USAWC MILITARY STUDIES PROGRAM PAPER

An Individual Study Project
Intended for Publication

by

Lieutenant Colonel Thomas W. Baker

Colonel Timothy Tatum, FA
Project Advisor

**DISTRIBUTION STATEMENT A: Approved for public
release; distribution is unlimited.**

U.S. Army War College
Carlisle Barracks, Pennsylvania 17013
20 April 1987

The views expressed in this paper are those of the
author and do not necessarily reflect the views of
the Department of Defense or any of its agencies.
This document may not be released for open publication
until it has been cleared by the appropriate military
service or government agency.



Unclassified

Accession For	
NTIS CR&I	<input checked="checked" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	Availability/Or Special
A-1	

ABSTRACT

AUTHOR: Thomas W. Baker, LTC., QM

TITLE: LEADERSHIP - DOES THE OFFICER CORPS TRULY CARE FOR
THE ENLISTED SOLDIER

FORMAT: Individual Study Project

DATE: 20 April 1988 PAGES: 67

CLASSIFICATION: Unclassified

The objectives of this study are to determine if today's officer corps is truly caring of enlisted soldiers and to address basic issues of leadership with respect to the perceived differences between the ideal and the actual as viewed by the senior noncommissioned officers attending the class of 1988 at the Sergeants Major Academy, Fort Bliss, Texas. Previous studies and relevant articles have been consulted. Data was gathered through a literature search and a survey instrument of US Army personnel. The study concludes that the senior NCO respondents are generally positive and sincere in their convictions.

TABLE OF CONTENTS

	Page
ABSTRACT	ii
LIST OF TABLES	iii
CHAPTER I. INTRODUCTION	1
Statement of the Problem	2
Background	2
Hypothesis	3
Purpose	3
II. METHODOLOGY	4
III. ANALYSIS OF QUESTIONNAIRE	7
IV. CONCLUSIONS AND RECOMMENDATIONS	62
Conclusions	63
Recommendations	66
BIBLIOGRAPHY	67
APPENDIX 1. WRITTEN COMMENTS	1-1
a. NCO'S Written Comments	1-2
b. Officers' Written Comments	1-3
*2. SURVEY INSTRUMENT	2-1
*3. HISTOGRAMS	3-1
a. NCO Totals	3-2
b. Combat Arms NCO'S	3-3
c. Combat Support NCO'S	3-4
d. Combat Service Support NCO'S	3-5
e. Officer Totals	3-6

*Due to the large volume of paperwork, APPENDIX two (Survey Instrument) and APPENDIX three (HISTOGRAMS) are available under separate cover at the U. S. Army War College.

CHAPTER I

INTRODUCTION

The attitudes of soldiers have been a concern of the Army for a long time, especially when these attitudes are expressed by senior soldiers with many years of experience. Numerous attitude surveys have been conducted and many programs initiated in order to improve the attitudes of soldiers. The purpose of this survey is to determine if the majority of the officer corps are truly caring for enlisted soldiers, are good role models for enlisted soldiers, are unselfish, and provide noncommissioned officers an opportunity to develop their professional talents.

The students of the class of 1988 at the Sergeants Major Academy at Fort Bliss, Texas, provided the representative sample. The Sergeants Major Academy (USASMA) students were chosen because they represent the best of a highly professional noncommissioned officer corps. The students have recently completed challenging assignments and have served under officers of all ranks. Most analysts assume attitudes play a major role in determining the effectiveness of the soldier. When a soldier has a favorable attitude toward the Army, we assume that he/she will perform in a professional and effective manner. Selection for the USASMA, indicates that the students are successful in working with the officer corps and have a good attitude toward the Army. My survey instrument required USASMA students to answer specific

questions pertaining to officers in order to determine if today's Army officers are performing their duties as the senior leaders of the Army.

STATEMENT OF PROBLEM

The study seeks to determine whether senior NCO'S have positive (trusting, respectful) attitudes toward the officers who lead them.

BACKGROUND

Historically, there have been periods during which it was considered undesirable to be critical of the Army Officer Corps. During these times it was downright unpatriotic to speak critically of the Army. More recently, it is not as unpopular or unpatriotic to speak ones' mind, even critically. In order to ensure validity of answers, all questionnaires were administered anonymously with no officers present and no identification information required.

HYPOTHESIS

The hypothesis is framed negatively:

That US Army Commissioned Officers are not good role models for enlisted soldiers; that officers are not truly caring for their soldiers; that officers are self-serving and concentrate too much energy on their own careers; that officers do not give NCO'S an opportunity to develop their professional talents; that officers demand loyalty without returning loyalty.

PURPOSE

The purpose of this Army War College study and the survey that was developed to support it is to specify the opinions and attitudes of a cross-section of the senior NCO Corps of the Army to determine to what extent they believe commissioned officers perform in their roles as senior decisionmakers and to determine if officers promote a climate that taps the potential of all soldiers. This study will provide information which may be appropriate in identifying systematic leadership strengths and weaknesses. The final objective is to determine if officer professional development study includes enough leadership training to persuade officers of the need to care for the legitimate needs of soldiers and their families.

CHAPTER II

METHODOLOGY

Ideally, this study should survey both enlisted and officer soldiers who have reached a similar level of success in their careers. Such a methodology would involve separate but related surveys on a national basis. It was necessary to limit the scope of this study to a manageable level with a valid framework left for a follow-on study by others, who may obtain a complete picture of the overall population.

Several conventions were used to arrive at the survey population. First, the scope of the survey was limited to noncommissioned officers. Next "success" was determined to be the culmination of repeated external selections - finally with selection to attend the Sergeants Major Academy. The target population chosen was the active noncommissioned officers of the US Army Sergeants Major Academy Class of 1988. The target population is unique in that it represents a successful group which has made a positive career commitment to stay in the Army. Their level of success marks the population at close to the top of a pyramid - roughly the top 20% of the US Army Noncommissioned Officer Corps. This population should represent the Army's senior NCO corps.

Although not included in the formal analysis, I also administered the survey to fifty-four members of the US Army

War College Class of 1988. My intent was to see at a glance, if there were great differences between the officer and the senior NCO responses (To facilitate detailed analysis, histogram frequency information is included).

To gain an understanding of the problem, I conducted an extensive literature search concerning officer and NCO leadership issues and took part in numerous informal interviews with US Army War College (AWC) classmates who had recently commanded battalions. I also attended lectures and seminars concerning different leadership styles presented by the AWC.

The survey instrument was composed of 129 questions. Four questions described the population; questions 5 through 58 were the heart of the questionnaire; questions 59 through 127 were related questions and were used to amplify questions 5 through 58; questions 128 and 129 were subjective questions. Additionally, space was provided for spontaneous written comments. A Likert scale was employed. Five responses were possible for questions 5 through 127, ranging from very great extent to little or no extent. The biographical questions permitted comparison of responses of participants (i.e., Combat Arms NCO'S vs Combat Support NCO'S). Because of the limited number of respondents in other biographical areas, I compared respondents by career field.

The likelihood that a soldier might have served in combat with officers was considered but discarded because of the time lapse since the Vietnam War. Thus comparative differences in

officer leadership styles in peace time vs combat was not practical.

Response to the NCO questionnaire was exceptional. Of the 142 surveys dispersed, 141 were properly returned, which resulted in a return rate of over 99%. One questionnaire was discarded because each question was marked "C", indicating little or no serious thought on the part of the respondent. There was genuine enthusiasm on the part of the 141 respondents. Many of them expressed interest in knowing the overall results of the survey.

The pretest for the questionnaire was accomplished by utilizing available senior NCO'S outside of the Sergeants Major Academy. As a result of the pretest, I made minor adjustments to instructions and questions. Upon completion of the pretest, the survey was sent to the US Army Soldier Support Center in Washington, D.C., the controlling and approving agency for Army personnel surveys. Another pretest was conducted involving available NCO'S. Final adjustments were made to the survey instrument based on recommendations from personnel of the Army Soldier Support Center. The instrument was assigned a survey number by the Soldier Support Center and then sent to Fort Bliss, Texas, to be administered to the NCO'S.

CHAPTER III

ANALYSIS OF QUESTIONNAIRE

In the following section the responses are analyzed on individual pages. For purposes of analysis, I have taken the responses under categories A and B as saying that the NCO'S see the statement as being mostly true or feeling positive about it. Categories D and E have been linked as being mostly negative or seeing the statement as essentially not true. Category C has been classified as a neutral response. This type of analysis works well for purposes of our discussion here but does not always paint an accurate picture. For instance, a respondent who marks "C" to a particular statement may be saying that the statement is mostly true concerning the officers he knows. He may see this response as a generally positive feeling and not as a neutral statement.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

5. Officers promote teamwork as loyal team players.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.8	21.3	56.0	16.3	3.5
COMBAT ARMS	3.4	20.7	58.6	13.8	3.4
COMBAT SUPPORT	3.8	30.8	53.8	11.5	0
COMBAT SERVICE SUPPORT	2.0	18.0	52.0	22.0	6.0
OFFICER TOTALS	9.0	54.0	27.0	5.0	1.0

Teamwork and loyalty are necessary for any unit to accomplish its assigned missions. Successful officers must receive the wholehearted support and cooperation of their soldiers. Loyalty must be exercised up and down the chain of command. Training time must be devoted to team building. Less than 25% of the NCO'S surveyed felt that officers promote teamwork to a very great or great extent. Combat Support NCO'S rated officers slightly higher than the Combat Arms and Combat Service Support NCO'S.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

6. Officers are interested in maximizing the number of soldiers attending professional development courses.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	3.5	12.1	34.0	33.3	17.0
COMBAT ARMS	5.2	13.8	32.8	36.2	12.1
COMBAT SUPPORT	0	19.2	34.6	30.8	15.4
COMBAT SUPPORT SERVICES	2.0	8.0	38.0	32.0	20.0
OFFICERS	1.0	23.0	52.0	14.0	3.0

One of the keys to a strong and effective NCO Corps is maximizing the number of soldiers attending professional development courses. Professional development enhances Army readiness by fostering individual excellence. The Army's objective is that NCO'S should first be trained, then utilized and promoted, thereby linking successful completion of NCO courses to promotions. Such linkages help set standards and motivate soldiers to strive for excellence. Less than 16% of the NCO'S surveyed believed that officers were interested in soldier professional development to a great extent. Combat Arms and Combat Support NCO'S rated officers twice as high at roughly 19%, while Combat Service Support rated officers at 10%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

7. Company grade officers are too busy worrying about their careers to be concerned about enlisted soldiers.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	14.2	30.5	27.7	21.3	6.4
COMBAT ARMS	13.8	20.7	31.0	27.6	6.9
COMBAT SUPPORT	7.7	34.6	42.3	15.4	0
COMBAT SERVICE SUPPORT	18.0	36.0	18.0	18.0	10.0
OFFICER TOTALS	2.0	4.0	24.0	47.0	2.0

Ensuring that subordinates are properly cared for is a vital role of a leader. Selfless service is the cornerstone of a military career. First and foremost, an officer must achieve the respect of his soldiers based on his concern for their lives and their careers. Approximately 45% of the respondents thought company grade officers were too busy worrying about their own careers to be concerned about enlisted soldiers. Combat Support NCO'S rated officers at 27% (still high), while Combat Service Support NCO'S felt 46% of the officers were too preoccupied with their own careers to be greatly concerned about enlisted soldiers.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

8. Field grade officers are too busy worrying about their careers to be concerned about enlisted soldiers.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	14.9	27.0	33.3	19.9	5.0
COMBAT ARMS	17.2	27.6	32.8	19.0	3.4
COMBAT SUPPORT	3.8	23.1	34.6	26.9	11.5
COMBAT SERVICE SUPPORT	16.0	30.0	34.0	16.0	4.0
OFFICER TOTALS	4.0	9.0	29.0	45.0	11.0

Self-serving behavior is counterproductive to mission accomplishment and undermines the military and the officer corps. Military professionals must not only understand the laws and tactics of war; they must understand their responsibility to put their soldiers first. Approximately 42% of the NCO'S felt field grade officers put their own careers ahead of their enlisted soldiers. Combat Support NCO'S rated officers at 27%, which is considerably better than the other branches.

Very great extent A	Great extent B	Moderated extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	--------------------------	-------------------------------	-----------------------------

9. Officers prefer to have enlisted disciplinary problems handled at the NCO level.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	9.9	28.4	36.9	18.4	6.4
COMBAT ARMS	8.6	29.3	37.9	19.0	5.2
COMBAT SUPPORT	3.8	42.3	34.6	15.4	3.8
COMBAT SERVICE SUPPORT	14.0	22.0	38.0	16.0	10.0
OFFICER TOTALS	4.0	44.0	27.0	18.0	5.0

Leaders of large organizations spend considerable time dealing with disciplinary problems. One useful tool for dealing with this problem is to authorize subordinates to settle problems at their level. There should be regular interaction between officers and NCO'S concerning unit disciplinary problems. Less than 25% of the respondents felt officers would rather handle the majority of enlisted disciplinary problems.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

10. Officers do not trust NCO'S. As a result, they do not give them the opportunity to exercise their professional talents.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	13.6	26.4	30.0	24.3	5.7
COMBAT ARMS	12.1	24.1	35.5	24.1	5.2
COMBAT SUPPORT	19.2	19.2	34.6	23.1	3.8
COMBAT SERVICE SUPPORT	14.0	30.0	20.0	28.0	8.0
OFFICER TOTALS	5.0	13.0	31.0	33.0	16.0

Just as a mature leader must make sound decisions, he must also trust the decisions made by others. Professional officers and NCO'S must share a common bond if they are to develop professional organizations. Over 40% of the respondents felt that officers lack trust in NCO'S in the decision making process. Combat Service Support NCO'S placed 44% of the officers in this category.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

11. Officers are so concerned about personal ambitions they fail to develop organizations.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	7.1	27.9	34.3	27.1	3.6
COMBAT ARMS	8.8	21.1	33.3	29.8	7.0
COMBAT SUPPORT	3.8	26.9	34.6	30.8	3.8
COMBAT SERVICE SUPPORT	8.0	34.0	32.0	26.0	0
OFFICER TOTALS	2.0	7.0	33.0	38.0	18.0

Over one third of the respondents felt officers are so concerned about personal ambitions they fail to develop organizations. Combat Service Support NCO'S place 42% of the officers in this category.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

12. Officers tend to be so egotistical that they become part of the problem rather than part of the solution.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	12.9	30.7	34.3	16.4	5.7
COMBAT ARMS	13.8	25.9	32.8	22.4	5.2
COMBAT SUPPORT	11.5	30.8	30.8	15.4	11.5
COMBAT SERVICE SUPPORT	14.0	36.0	36.0	10.0	4.0
OFFICER TOTALS	2.0	2.0	24.0	47.0	24.0

Leaders must subordinate their own ambitions and egos to the goals of the unit they lead. Over 43% of the NCO'S felt officers are unable to subvert their egocentricity ambitions to ensure that their units are properly developed. Fifty percent of the Combat Service Support NCO'S felt officers were not serving selflessly.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

13. Officers are loyal to enlisted soldiers.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	3.5	32.6	46.1	15.6
COMBAT ARMS	3.4	0	37.9	39.7	19.0
COMBAT SUPPORT	0	11.5	42.3	38.5	7.7
COMBAT SERVICE SUPPORT	0	4.0	22.0	58.0	16.0
OFFICER TOTALS	47.0	35.0	11.0	5.0	2.0

Loyalty to ones subordinates is an essential component of team building and unit cohesion. A leader should look for ways to demonstrate loyalty. Less than 6% of the respondents felt officers are loyal to enlisted soldiers. Sixty two percent felt officers were only slightly loyal to enlisted soldiers. More than 74% of the Combat Service Support NCO'S felt officers were not very loyal to enlisted soldiers.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

14. Officers talk down to enlisted soldiers.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	19.1	29.8	24.8	20.6	5.7
COMBAT ARMS	19.0	22.4	27.6	25.9	5.2
COMBAT SUPPORT	15.4	34.6	34.6	3.8	11.5
COMBAT SERVICE SUPPORT	18.0	36.0	18.0	24.0	4.0
OFFICER TOTALS	5.0	5.0	45.0	38.0	4.0

There are various means of communication to interact creatively with subordinates. Leaders must be careful to effectively communicate with soldiers without discrediting them.

Communication should provide direction not stress.

Approximately 50% of the respondents felt officers talk down to enlisted soldiers to a great or very great extent. Fifty four percent of the Combat Service Support NCO'S felt officers need to be more considerate in their communicative skills.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

15. Officers consider family needs of soldiers when requiring extended duty days.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	0.7	8.0	29.0	35.5	26.8
COMBAT ARMS	1.8	5.3	36.8	28.1	28.1
COMBAT SUPPORT	0	16.0	16.0	44.0	24.0
COMBAT SERVICE SUPPORT	0	8.0	24.0	42.0	26.0
OFFICER TOTALS	2	11.0	44.0	36.0	2.0

Army leadership recognizes that families have an important impact on the Army's ability to accomplish its mission. The era of the all volunteer force requires Army leaders to be more attentive to the needs of enlisted family members. Less than 9% of the respondents felt officers consider family needs prior to requiring enlisted soldiers to work long hours. Sixty-eight percent of the Combat Support and Combat Service Support NCO'S felt officers show only slight concern for the families of NCO'S when requiring extended hours.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

16. Officers promote a proper ethical climate.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	29.8	47.5	18.4	2.1
COMBAT ARMS	5.2	27.6	50.0	13.8	3.4
COMBAT SUPPORT	0	50.0	38.5	11.5	0
COMBAT SERVICE SUPPORT	0	22.0	48.0	28.0	2.0
OFFICER TOTALS	11.0	55.0	31.0	4.0	0

Ethical standards must be clear cut, leaving no room for doubt about which standards apply to any given situation. Subordinates must never be encouraged to behave unethically to facilitate mission accomplishment. Officers must require the same standards of conduct and behavior of all soldiers. Thirty percent of the respondents felt officers promote the proper ethical climate to a very great or great extent. Approximately 20% of the NCO'S did not feel that officers promote the proper ethical climate.

Fifty percent of the Combat Support NCO'S felt that officers promote the proper ethical climate.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

17. Officers are worthy role models for junior NCO'S

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	5.7	33.3	36.2	22.7
COMBAT ARMS	3.4	5.2	39.7	29.3	22.4
COMBAT SUPPORT	0	7.7	38.5	38.5	15.4
COMBAT SERVICE SUPPORT	2.0	6.0	24.0	42.0	26.0
OFFICER TOTALS	5.0	49.0	36.0	7.0	2.0

Leaders must be committed to and possess professional character traits. They must create and sustain a leadership climate in which people will learn that mistakes lead to experience thus encouraging subordinates to develop to their full potential. Less than 8% of the respondents felt officers were worthy role models for junior NCO'S. Sixty Eight percent of the Combat Service Support NCO'S felt officers were not worthy role models.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

18. Officers promote among senior NCO'S a sense of belonging and trust.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	8.5	41.8	31.2	16.3
COMBAT ARMS	3.4	12.1	44.8	25.9	13.8
COMBAT SUPPORT	0	11.5	53.8	23.1	11.5
COMBAT SERVICE SUPPORT	2.0	2.0	36.0	40.0	20.0
OFFICER TOTALS	5.0	33.0	45.0	16.0	0

Extensive research has been conducted to identify factors which cause personnel to become disenchanting with and leave the military service. Stated differently, to ensure that our Army is successful in retaining the "cream of the crop", leaders must ensure that each NCO has a sense of belonging and trust.

Less than 11% of the respondents felt officers were promoting a sense of belonging and trust among senior NCO'S. Sixty percent of the Combat Service Support NCO'S felt officers did not promote a sense of belonging and trust among senior NCO'S. About 39% of the Combat Arms NCO'S did not believe officers met above expectations.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

19. When there is a crisis, officers withdraw and look for someone to blame.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	15.6	26.4	34.3	19.3	4.3
COMBAT ARMS	13.8	25.9	34.5	22.4	3.4
COMBAT SUPPORT	23.1	11.5	42.3	7.7	15.4
COMBAT SERVICE SUPPORT	14.3	30.6	32.7	22.4	0
OFFICER TOTALS	0	3.0	23.0	40.0	33.0

No matter how well a leader anticipates problems, crises will occur. In times of crisis, the leader must assume responsibility and handle the situation. Over 41% of the respondents felt that in a crisis officers withdraw and look for someone to blame. More than 39% of the Combat Arms NCO'S felt that officers withdraw and over 45% of the Combat Service Support NCO'S felt the same way. Twenty three percent of all respondents believed officers would do all right in a crisis.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

20. Officers allow NCO'S little freedom to deviate.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.7	27.7	42.6	19.1	5.0
COMBAT ARMS	5.2	27.6	44.8	17.2	5.2
COMBAT SUPPORT	3.8	38.5	38.5	11.5	7.7
COMBAT SERVICE SUPPORT	6.0	22.0	40.0	28.0	4.0
OFFICER TOTALS	0	20.0	40.0	32.0	7.0

The best leaders are those who are interested in new ideas and who have open minds. They allow subordinates flexibility in the development of new approaches. Over 33% of the respondents felt officers allowed little freedom to develop their own ideas.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

21. Officers are flexible and shift in style and emphasis to suit the situation.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	1.4	14.9	40.4	39.7	3.5
COMBAT ARMS	1.7	13.8	41.4	41.4	1.7
COMBAT SUPPORT	0	19.2	34.6	42.3	3.8
COMBAT SERVICE SUPPORT	2.0	14.0	44.0	36.0	4.0
OFFICER TOTALS	0	36.0	42.0	20.0	2.0

Every officer, from the highest ranking general to the platoon leader, must do some planning. While planning is important, it can not be separated from the requirement to be flexible, to have the ability to shift in style and emphasis in order to suit ever changing situations. Less than 17% of the respondents felt that officers were flexible. More than 43% felt officers lacked flexibility. Combat Service Support NCO's felt that officers were the least flexible at 46%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

22. Officers respect the judgment of senior NCO'S.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	0	27.0	50.4	16.3	6.4
COMBAT ARMS	0	29.3	55.2	8.6	6.9
COMBAT SUPPORT	0	42.3	42.3	15.4	0
COMBAT SERVICE SUPPORT	0	20.0	48.0	22.0	10.0
OFFICER TOTALS	7.0	47.0	31.0	15.0	0

Leaders must trade ideas with subordinates and let them know that their ideas really count. Twenty seven percent of the respondents felt officers respect the judgment of senior NCO'S to a great extent. Combat support NCO'S rated officers the highest in this category at 42.3%. Combat Service Support NCO'S rated officers the lowest at 20%. None of the NCO respondents gave officers the highest possible rating.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

23. There is a noticeable sense of team play and sharing of responsibility when an officer is in charge.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	1.4	8.6	40.0	37.1	12.9
COMBAT ARMS	1.7	10.3	41.4	29.3	17.2
COMBAT SUPPORT	0	7.7	53.8	30.8	7.7
COMBAT SERVICE SUPPORT	2.0	6.0	36.0	44.0	12.0
OFFICER TOTALS	4.0	27.0	47.0	20.0	2.0

Teamwork is an essential component of the Army. Each soldier must share responsibility for mission accomplishment. Ten percent of the respondents believed there is a noticeable sense of team play and sharing of responsibility when an officer is in charge. Fifty percent ranked officers in the lower half of this category.

Very great extent A	Great extent B	Moderate extent C	Some of slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

24. Officers inspire trust and confidence in enlisted soldiers.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	0	7.1	44.7	37.6	10.6
COMBAT ARMS	0	10.3	46.6	32.8	10.3
COMBAT SUPPORT	0	7.7	57.7	30.8	3.8
COMBAT SERVICE SUPPORT	0	4.0	38.0	44.0	14.0
OFFICER TOTALS	7.0	29.0	50.0	13.0	0

Trust and confidence is based on judgment, knowledge, and experience. It grows out of interaction, shared goals and concerns, shared information, and a realistic awareness of what is possible. To be truly effective, a leader must promote trust and confidence in his men. Slightly more than 7% of the respondents felt officers inspire a great deal of trust and confidence among their men. Nearly 50% of the NCO'S gave officers a negative rating in this area.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

25. Officers seldom admit mistakes.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	19.1	31.2	22.7	24.1	2.8
COMBAT ARMS	13.8	29.3	25.9	29.3	1.7
COMBAT SUPPORT	19.2	34.6	15.4	23.1	7.7
COMBAT SERVICE SUPPORT	24.0	30.0	26.0	18.0	2.0
OFFICER TOTALS	4.0	33.0	27.0	29.0	7.0

A good role model possesses the ability to admit mistakes. Sometimes a simple "That was my fault" can go a long way towards establishing a stress free environment. The "zero defects" mentality has no place in the modern Army. Over 50% of the respondents felt officers, to a great extent, seldom admit mistakes. Combat Support and Combat Service Support NCO'S rated officers slightly lower in this category.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

26. Officers do not allow NCO'S to make independent decisions when reporting unit statistics to a higher headquarters.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	21.3	36.9	24.1	12.1	5.7
COMBAT ARMS	17.2	37.9	22.4	15.5	6.9
COMBAT SUPPORT	26.9	26.9	26.9	15.4	3.8
COMBAT SERVICE SUPPORT	20.0	42.0	26.0	6.0	6.0
OFFICER TOTALS	7.0	38.0	31.0	16.0	7.0

In order for NCO'S to be effective, they must have the ability to make independent decisions when the need arises. Over 58% of the respondents felt officers do not allow NCO'S the freedom to make independent decisions when reporting to higher headquarters. Sixty-two percent of the Combat Service Support NCO'S gave officers a negative rating in this category. Less than 18% of the NCO'S felt NCO'S could make independent decisions.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

27. Officers make decisions with little or no regard to the personal needs or feelings of the enlisted soldiers.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NOC TOTALS	11.3	27.0	39.7	18.4	3.5
COMBAT ARMS	12.1	17.2	44.8	20.7	5.2
COMBAT SUPPORT	7.7	42.3	23.1	19.2	7.7
COMBAT SERVICE SUPPORT	14.0	26.0	44.0	16.0	0
OFFICER TOTALS	0	9.0	22.0	53.0	16.0

Leaders must be attentive to the personal needs and feelings of the enlisted soldier. Slightly less than 39% of the respondents felt officers to a great extent make decisions with little or no regard to the needs of soldiers. Fifty percent of the Combat Support officers were in this category. Slightly less than 22% of the NCO'S scored officers in the lower half of the possible responses.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

28. Officers motivate subordinates to perform to their maximum level.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.8	9.9	36.9	36.9	13.5
COMBAT ARMS	3.4	13.8	39.7	34.5	8.6
COMBAT SUPPORT	0	11.5	50.0	23.1	15.4
COMBAT SERVICE SUPPORT	4.0	6.0	28.0	44.0	18.0
OFFICER TOTALS	5.0	33.0	49.0	13.0	0

Effective leadership requires leaders to motivate subordinates to perform to their maximum. Slightly more than 12% of the respondents felt officers motivate subordinates to a great or very great extent. Combat Arms NCO'S rated officers higher at more than 17%. Over 50% of the NCO'S felt officers motivate soldiers to some or little extent. Sixty-two percent of the Combat Service Support NCO'S gave officers a negative rating in this category.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

29. Officers tend to cover up incidents that will make them look bad.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	28.4	34.0	20.6	12.8	4.3
COMBAT ARMS	34.5	29.3	22.4	10.3	3.4
COMBAT SUPPORT	19.2	30.8	26.9	15.4	7.7
COMBAT SERVICE SUPPORT	28.0	38.0	18.0	12.0	4.0
OFFICER TOTALS	2.0	9.0	35.0	36.0	15.0

Leaders must not only talk about integrity, they must practice integrity, both personally and institutionally. Over 62% of the respondents felt officers, to great or very great extent, tend to cover up incidents that make them look bad. Combat Service Support NCO'S rated officers lower at 66%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

30. Officers recognize good work and ensure it is rewarded to motivate further improvement.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	20.7	53.6	20.7	2.9
COMBAT ARMS	3.5	24.6	52.6	17.5	1.8
COMBAT SUPPORT	0	30.8	42.3	23.1	3.8
COMBAT SERVICE SUPPORT	2.0	12.0	60.0	22.0	4.0
OFFICER TOTALS	7.0	40.0	45.0	7.0	0

It is important for leaders at all levels to recognize good work and ensure it is rewarded. Slightly less than 23% of the respondents felt officers reward good work to a great or very great extent. Combat Service Support NCO'S rated officers less at 14%. Combat Support NCO'S rated officers the highest at 30.8%. Most of the opinions in this category were in the neutral zone between 42% and 60%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

31. Officers set the example for personal fitness.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	4.3	22.0	40.0	23.4	9.9
COMBAT ARMS	8.6	27.6	44.8	10.3	8.6
COMBAT SUPPORT	3.8	30.8	38.5	23.1	3.8
COMBAT SERVICE SUPPORT	0	12.0	36.0	36.0	16.0
OFFICER TOTALS	11.0	49.0	36.0	4.0	0

There is a close relationship between physical fitness and physical and mental vigor. Leaders who fully understand the importance of physical fitness set examples which inspire subordinates who are not physically fit. Respondents felt that slightly more than 26% of the officers set the example to a great or very great extent. Combat Support NCO'S rated officers the highest at slightly more than 34%. Combat Service Support rated officers at only 12%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

32. Officers take credit for accomplishments that belong to subordinates.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	19.9	29.8	28.4	14.9	7.1
COMBAT ARMS	19.0	24.1	37.9	15.5	3.4
COMBAT SUPPORT	23.1	26.9	26.9	11.5	11.5
COMBAT SERVICE SUPPORT	18.0	36.0	20.0	16.0	10.0
OFFICER TOTALS	2.0	13.0	40.0	33.0	13.0

Wise and secure leaders give credit where credit is due.

Over 50% of the NCO respondents felt that officers take credit for accomplishments that belong to subordinates. Combat Service Support NCO'S rated officers at 54%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

33. Officers are intolerant of subordinates' mistakes and failures.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	6.4	35.7	34.3	19.3	4.3
COMBAT ARMS	10.3	31.0	34.5	24.1	0
COMBAT SUPPORT	3.8	46.2	38.5	3.8	7.7
COMBAT SERVICE SUPPORT	2.0	36.0	34.0	20.0	8.0
OFFICER TOTALS	0	7.0	53.0	33.0	7.0

Mistakes lead to experience; experience leads to efficiency. Leaders should not stifle initiative by being intolerant of subordinates' mistakes. More than 42% of the respondents felt officers were intolerant of ~~their~~ mistakes. Least positive were the Combat Support NCO'S at 50%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

34. Officers care more about staying ahead of peers than caring for the enlisted soldier.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	17.7	35.5	29.8	12.1	5.0
COMBAT ARMS	19.0	27.6	32.8	15.5	5.2
COMBAT SUPPORT	7.7	38.5	34.6	11.5	7.7
COMBAT SERVICE SUPPORT	22.0	38.0	28.0	8.0	4.0
OFFICER TOTALS	0	13.0	27.0	38.0	22.0

This question is similar to #7, #8, and #11 in that it concerns misplaced ambition. More than 53% of the respondents felt officers cared more about staying ahead of peers than caring for soldiers. Least positive were the Combat Service Support NCO'S at 60%. Only slightly more than 17% of the NCO'S were positive on this issue.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

35. Officers demand the complete loyalty of their soldiers but are unwilling to return it.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	13.5	39.7	26.2	17.0	3.5
COMBAT ARMS	12.1	41.4	22.4	19.0	5.2
COMBAT SUPPORT	7.7	50.0	26.9	11.5	3.8
COMBAT SERVICE SUPPORT	20.0	30.0	30.0	18.0	2.0
OFFICER TOTALS	0	7.0	25.0	36.0	31.0

This question is similar to #5 and #13 in that it concerns lack of loyalty on the part of officers. Over 53% of the respondents felt officers demanded loyalty from soldiers but were unwilling to return it. Combat Support NCO'S were the least positive at 57%. Slightly more than 20% of all NCO'S were positive on this issue.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

36. In a crisis, officers are decisive in meeting the demands of the situation.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.0	23.6	55.0	15.7	0.7
COMBAT ARMS	1.8	26.3	52.6	19.3	0
COMBAT SUPPORT	11.5	19.2	57.7	7.7	3.8
COMBAT SERVICE SUPPORT	6.0	26.0	54.0	14.0	0
OFFICER TOTALS	4.0	47.0	42.0	7.0	0

Leadership during a crisis requires flexibility and innovation. Even when options are few, the leader must be decisive. More than 28% of the respondents felt officers are decisive. Combat Service Support NCO'S ranked officers the highest at 34%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

37. Officers do not rely on the expertise of NCO'S during field training.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.0	27.3	30.9	25.9	10.8
COMBAT ARMS	6.9	27.6	29.3	27.6	8.6
COMBAT SUPPORT	0	28.0	40.0	20.0	12.0
COMBAT SERVICE SUPPORT	6.1	24.5	28.6	26.5	14.3
OFFICER TOTALS	0	9.0	22.0	49.0	20.0

NCO'S must be given the chance to display their expertise. Rather than dominate field training, the effective leader uses this training as a tool to develop subordinates into effective leaders. Effectiveness increases as subordinates develop into initiators rather than reactors. Over 32% of the respondents felt officers do not rely on the expertise of the NCO'S. Combat Arms NCO'S were the most negative on this question.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

38. An officer's interest in his soldiers' welfare is the main factor in winning their confidence.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	18.6	26.4	27.9	21.4	5.7
COMBAT ARMS	15.5	31.0	24.1	20.7	8.6
COMBAT SUPPORT	15.4	38.5	30.8	15.4	0
COMBAT SERVICE SUPPORT	26.5	16.3	30.6	22.4	4.1
OFFICER TOTALS	18.0	50.0	20.0	7.0	0

This question is similar to #7, #8, #27, and #34 in that it concerns caring for soldiers. Forty five percent of the NCO'S felt that officers show an interest in the welfare of their soldiers.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

39. Officers are eager to help soldiers with problems related to their personal welfare.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	3.5	10.6	50.4	27.7	7.8
COMBAT ARMS	3.4	12.1	53.4	22.4	8.6
COMBAT SUPPORT	7.7	7.7	57.7	26.9	0
COMBAT SERVICE SUPPORT	2.0	12.0	48.0	26.0	12.0
OFFICER TOTALS	4.0	33.0	47.0	16.0	0

This question is similar to #7, #8, #27, #34, and #38 in that it concerns caring for the personal welfare of soldiers. Only slightly more than 14% of the respondents felt officers help soldiers to a great or very great extent. Over 35% of the respondents were negative on this question. Combat Service Support were the least positive at 38%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

40. Officers keep soldiers informed of policies and practices which affect them.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	4.3	17.0	45.4	24.1	9.2
COMBAT ARMS	6.9	20.7	43.1	24.1	5.2
COMBAT SUPPORT	3.8	26.9	34.6	26.9	7.7
COMBAT SERVICE SUPPORT	2.0	8.0	50.0	24.0	16.0
OFFICER TOTALS	4.0	31.0	44.0	20.0	2.0

Leaders must be sensitive to gaps in the communication process in large organizations. Clear communication of facts concerning soldiers are essential to success. Slightly more than 21% of the respondents felt officers keep soldiers informed. Combat Service Support NCO'S were the least positive on this question at only 10%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

41. Officers seldom belittle NCO'S in the presence of enlisted soldiers.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	6.4	24.1	34.0	27.7	7.8
COMBAT ARMS	8.6	24.1	36.2	22.4	8.6
COMBAT SUPPORT	7.7	30.8	26.9	23.1	11.5
COMBAT SERVICE SUPPORT	4.0	20.0	36.0	34.0	6.0
OFFICER TOTALS	2.0	40.0	27.0	20.0	11.0

Honesty and frankness are essential to clear communication. Leaders must never belittle NCO'S in front of their subordinates. Over 30% of the respondents felt officers to a great or very great extent seldom belittle NCO'S. Combat Service Support NCO'S were the most negative on this question. Forty percent believed officers do belittle NCO'S to some extent.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

42. Officers set the example for military appearance.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.0	14.9	37.6	24.8	17.7
COMBAT ARMS	8.6	10.3	37.9	32.8	10.3
COMBAT SUPPORT	7.7	11.5	46.2	19.2	15.4
COMBAT SERVICE SUPPORT	0	18.0	36.0	20.0	26.0
OFFICER TOTALS	9.0	53.0	31.0	5.0	0

Leaders must set the appearance for military appearance. Less than 20% of the respondents felt officers do what is necessary to set the appearance standard. Combat Service Support NCO'S were the most negative on this question. Forty-six percent of the NCO'S believed officers to some or little extent set the example.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

43. Officers accept any missions from higher headquarters regardless of the organization's ability to perform them.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	29.1	41.8	19.1	7.1	2.8
COMBAT ARMS	25.9	41.4	20.7	10.3	1.7
COMBAT SUPPORT	23.1	38.5	26.9	7.7	3.8
COMBAT SERVICE SUPPORT	38.0	44.0	10.0	4.0	4.0
OFFICE TOTALS	4.0	33.0	40.0	16.0	7.0

Missions that are beyond the scope of an organization's ability can put unnecessary pressure on subordinates, causing them to commit unethical acts and to compromise their values.

Acceptance of these missions can be more damaging than beneficial to the unit. Over 70% of the respondents felt officers accept missions beyond the organization's ability to perform. Eighty-two percent of the Combat Service Support NCO'S believed the same about officers.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

44. Officers like NCO'S to have a "take-charge" attitude.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	20.6	27.7	33.3	16.3	2.1
COMBAT ARMS	19.0	37.9	29.3	12.1	1.7
COMBAT SUPPORT	38.5	19.2	30.8	11.5	0
COMBAT SERVICE SUPPORT	14.0	24.0	36.0	22.0	4.0
OFFICER TOTALS	0	15.0	65.0	16.0	4.0

Leadership not only requires strength, it demands strength. Taking charge when necessary and making one's ideas known are essential traits of good leaders. Over 47% of the respondents felt officers want NCO'S to have a "take-charge" attitude to a great or very great extent. Combat Service Support respondents were the least positive on this issue at 38%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

45. Officers usually want to chair junior enlisted promotion boards.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.1	7.9	10.7	21.4	57.9
COMBAT ARMS	1.7	6.9	10.3	22.4	58.6
COMBAT SUPPORT	4.0	20.0	16.0	16.0	44.0
COMBAT SERVICE SUPPORT	2.0	4.0	10.0	18.0	66.0
OFFICER TOTALS	0	11.0	13.0	36.0	40.0

Leaders generally want to be associated with and participate in success. Promotion is one technique for recognizing the accomplishments of subordinates. Promotion boards chaired by senior NCO'S allow the NCO Corps to establish its own promotion standards, ensuring only soldiers who meet the standard are selected. Over 78% of the respondents answered this question positively.

Very great extent	Great extent	Moderate extent	Some or slight extent	Little or no extent
----------------------	-----------------	--------------------	--------------------------	------------------------

46. Officers can be counted on to stand up to superiors on behalf of their subordinates.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	1.4	6.4	32.6	39.0	20.6
COMBAT ARMS	1.7	5.2	43	34.5	15.5
COMBAT SUPPORT	3.8	7.7	42.3	23.1	23.1
COMBAT SERVICE SUPPORT	0	8.0	20.0	46.0	26.0
OFFICER TOTALS	5.0	25.0	47.0	20.0	2.0

Loyalty to subordinates is an essential component of team building and unit cohesion. A leader must be loyal to his people and willing to stand up to superiors on their behalf. Less than 8% of the respondents felt officers would be willing to confront superiors on their behalf. The least positive responses were from Combat Service Support NCO'S. Seventy-two percent of them felt that officers could not be counted on.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

47. Officers believe the identification of qualified soldiers for promotion is their responsibility.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.7	20.6	30.5	29.8	13.5
COMBAT ARMS	6.9	20.7	27.6	32.8	12.1
COMBAT SUPPORT	3.8	26.9	26.9	26.9	15.4
COMBAT SERVICE SUPPORT	6.0	18.0	30.0	30.0	16.0
OFFICER TOTALS	0	22.0	36.0	38.0	4.0

This question is similar to #45 in that it concerns responsibility for soldier promotions. Over 26% of the respondents felt officers believe they are responsible for identifying qualified soldiers to a great or very great extent.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

48. Officers seek the recommendations of their NCO support chain concerning the welfare of enlisted soldiers.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	7.8	23.4	44.0	21.3	3.5
COMBAT ARMS	8.6	20.7	55.2	15.5	0
COMBAT SUPPORT	11.5	23.1	53.8	7.7	3.8
COMBAT SERVICE SUPPORT	6.0	28.0	28.0	32.0	6.0
OFFICER TOTALS	16.0	38.0	33.0	11.0	2.0

Responsibility for soldier welfare must be shared between officers and NCO'S. Over 31% of the respondents felt officers seek NCO recommendations concerning soldiers. Combat Support and Combat Service Support NCO'S were more positive on this issue at 34%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

49. Officers accept suggestions from NCO'S concerning UCMJ actions.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	12.1	30.5	39.0	14.2	4.3
COMBAT ARMS	15.5	32.8	39.7	10.3	1.7
COMBAT SUPPORT	15.4	38.5	38.5	7.7	0
COMBAT SERVICE SUPPORT	8.0	24.0	36.0	22.0	10.0
OFFICER TOTALS	9.0	47.0	35.0	7.0	2.0

Leaders are responsible for disciplining those soldiers whose behavior is not up to standards. A soldier's first line supervisor must be directly involved in UCMJ actions. Over 42% of the respondents felt officers accept the suggestions of NCO'S when administering UCMJ procedures. Combat Service Support respondents were the least positive at 32%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

50. Officers do not allow NCO'S to question junior enlisted soldiers during UCMJ procedures.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	4.3	9.9	32.6	31.9	21.3
COMBAT ARMS	3.4	8.6	29.3	36.2	22.4
COMBAT SUPPORT	7.7	23.1	34.6	23.1	11.5
COMBAT SERVICE SUPPORT	4.0	4.0	36.0	30.0	26.0
OFFICER TOTALS	4.0	18.0	22.0	35.0	22.0

This question is similar to #49 in that it concerns participation in UCMJ actions. Responses were generally the same except Combat Arms (12%) and Combat Service Support NCO'S (8%) were less positive in this area.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

51. Officers seek the recommendation of NCO'S concerning enlisted promotions.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	12.8	31.9	40.4	12.1	2.8
COMBAT ARMS	17.2	39.7	34.5	8.6	0
COMBAT SUPPORT	11.5	30.8	38.5	19.2	0
COMBAT SERVICE SUPPORT	10.0	22.0	46.0	14.0	8.0
OFFICE TOTALS	22.0	36.0	38.0	7.0	0

This question is similar to #45 and #47 in that it concerns enlisted promotions. Over 44% of the respondents felt positive about officers seeking NCO recommendations concerning enlisted promotions.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

52. Officers seek the interpretations of NCO'S regarding Army rules and regulations.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.0	21.3	34.8	27.0	12.1
COMBAT ARMS	6.9	25.9	37.9	22.4	6.9
COMBAT SUPPORT	7.7	11.5	30.8	30.8	19.2
COMBAT SERVICE SUPPORT	2.0	20.0	34.0	32.0	12.0
OFFICER TOTALS	5.0	25.0	38.0	25.0	5.0

NCO'S must possess expertise in a wide range of military subjects, both technical and non-technical. They must be competent in the skills that are required in their MOS, regardless of whether or not their skills are utilized in every assignment. Over 26% of the respondents felt officers seek NCO expertise to a great or very great extent. Combat Arms NCO'S were the most positive on this issue (32%), while Combat Support NCO'S were the least positive (22%).

Very Great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

53. Officers make an effort to improve the lives of soldiers and their families.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	2.8	10.6	45.4	27.7	13.5
COMBAT ARMS	5.2	17.2	41.4	24.1	12.1
COMBAT SUPPORT	3.8	11.5	53.8	23.1	7.7
COMBAT SERVICE SUPPORT	0	4.0	46.0	34.0	16.0
OFFICER TOTALS	9.0	40.0	36.0	13.0	2.0

The Army is committed to making life better for the Army family. An unhappy military family leads to an unhappy and disillusioned soldier. Less than 14% of the respondents felt officers make the necessary effort to improve the lives of soldiers and their families. Combat Arms NCO'S (22.4%) were the most positive while Combat Service Support NCO'S (4%) were the least positive.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

54. Officers do not take a personal interest to ensure NCO housing needs are satisfactory.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	10.6	22.7	29.1	22.7	14.9
COMBAT ARMS	8.6	13.8	34.5	24.1	19.0
COMBAT SUPPORT	7.7	38.5	26.9	15.4	11.5
COMBAT SERVICE SUPPORT	14.0	24.0	26.0	24.0	12.0
OFFICER TOTALS	4.0	11.0	25.0	51.0	9.0

Officers should strive for the best living conditions for their subordinates. Over 33% of the respondents believe officers do not take enough of an interest in the housing needs of NCO'S. Combat Support NCO'S (46.2%) were the least positive in this area.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

55. Officers support the Noncommissioned Officer Professional Development Program (NCODP) to strengthen and enhance NCO leadership.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	6.4	22.0	34.8	20.6	16.3
COMBAT ARMS	10.3	24.1	34.5	13.8	17.2
COMBAT SUPPORT	7.7	15.4	42.3	26.9	7.7
COMBAT SERVICE SUPPORT	0	24.0	34.0	22.0	20.0
OFFICER TOTALS	7.0	36.0	47.0	9.0	0

This question is similar to #6 in that it concerns NCO professional development. Over 28% of the respondents felt officers support NCODP to a great or very great extent. Combat Support NCO'S rated officers slightly lower than the total population at 23.1%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

56. Officers ensure that good food and mess facilities are available to enlisted soldiers.

	<u>PERCENTAGES</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	3.5	15.6	44.7	24.1	12.1
COMBAT ARMS	5.2	19.0	44.8	25.9	5.2
COMBAT SUPPORT	3.8	7.7	61.5	26.9	0
COMBAT SERVICE SUPPORT	2.0	18.0	32.0	22.0	26.0
OFFICER TOTALS	11.0	45.0	35.0	9.0	0

An officer must see to it that his unit has the best food and dining facilities available. By constant supervision, he will ensure that the facility remains at the highest possible level. Less than 20% of the respondents felt officers ensure that good food and dining facilities are available. Combat Arms and Combat Service Support NCO'S rated officers slightly higher than the total population.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

57. Officers rarely take from subordinates the authority that really belongs to their subordinates.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	5.0	15.6	40.4	29.1	9.9
COMBAT ARMS	6.9	19.0	37.9	29.3	6.9
COMBAT SUPPORT	3.8	19.2	50.0	23.1	3.8
COMBAT SERVICE SUPPORT	2.0	8.0	40.0	32.0	18.0
OFFICER TOTALS	11.0	55.0	27.0	5.0	2.0

Leaders must refrain from taking excessive control in the decision-making process. Too much control will inhibit the initiatives of subordinates. Over 20% of the respondents felt officers rarely take NCO authority. Combat Service Support NCO'S were the least positive on this issue at 10%.

Very great extent A	Great extent B	Moderate extent C	Some or slight extent D	Little or no extent E
---------------------------	----------------------	-------------------------	-------------------------------	-----------------------------

58. Officers feel garrison training is NCO business and only want to participate when it enhances the officer's visibility.

PERCENTAGES

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
NCO TOTALS	25.5	30.5	23.4	15.6	5.0
COMBAT ARMS	20.7	27.6	29.3	19.0	3.4
COMBAT SUPPORT	34.6	30.8	11.5	19.2	3.8
COMBAT SERVICE SUPPORT	26.0	36.0	22.0	8.0	8.0
OFFICER TOTALS	0	11.0	25.0	51.0	13.0

Leaders should be actively involved in garrison training. It would be inexcusable for officers to participate only when it enhances their visibility. Fifty six percent of the respondents felt officers only want to participate in training when it enhances visibility. Many NCO'S were very negative on this issue.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Combat Arms NCO'S frequently scored officers more favorably than Combat Support or Combat Service Support NCO'S did. Combat Service Support NCO'S were generally the most negative. One might conclude that when officers are removed from the traditional war fighting leadership roles to the less formal structured, technical oriented management positions, discontent becomes more prevalent. Perhaps this is a positive indicator. Although the cause for the differences in scores is beyond the scope of this study, it may provide a hypothesis for a future study.

The comparison of responses between the NCO'S and officers showed important differences. Clearly, some of the differences can be attributed to the normal subordinate vs superior relationship. However, one can not help but be concerned with the degree to which the NCO'S felt that they were not being properly cared for or allowed to do their jobs. The responses made to other items, such as loyalty, selfless service, and trust, revealed useful information, which indicate officers need to improve relationships with the NCO'S of the future. The differences between the officers and the NCO'S responses reflects the need for major changes in Army leadership training at all levels.

The concept of duty to country assumes a subordination of personal desires. It creates an obligation to personal

excellence. This commitment requires every officer to have a sense of motivation that goes beyond personal gain. The survey indicates leaders lack a genuine interest in soldiers, soldier problems, and soldiers' professional development. The results of this survey indicate great concern on the part of the NCO's that officers are not prepared to subordinate personal ambitions for the welfare of their soldiers.

Leaders must command a level of respect and confidence proportionate to their responsibility. Such respect may be built on many attributes: caring for ones' soldiers would certainly be high on any list. Once again the NCO'S expressed uncertainty that officers are committed to ensuring their soldiers are properly cared for.

There is no way to escape the fact that some individuals will not be able to rise to the top of the organization. However, it should always be possible to structure the organization in a way that provides for forms of career satisfaction other than rapid progression through a narrowly defined career pattern. Expertise in a given area can provide significant rewards to an individual soldier and provide clear benefits to the Army. The plea from many NCO'S was that they be given more authority to do their jobs and be made a part of the decision making process.

In the life and death arena of military service, loyalty to leadership is required. This loyalty must be earned. We gain loyalty by showing loyalty - not just the superficial

career-enhancing loyalty that everyone likes their boss to see, but loyalty shown when it would be easier to "cop out" on ones' responsibility to lay ones' reputation or promotion on the line for the well being of ones' soldiers. Based on the survey results, NCO'S are not convinced that their officers are loyal to them.

In effect the survey shows both achievements and deficiencies. The fact that senior NCO'S feel some officers have forgotten their commitment to duty should be of concern. Leaders should remember that the best way to demonstrate and teach subordinates is through personal example.

There is no way to build an organization that does not draw upon individual ambition. In many respects ambition is healthy, but a danger arises when personal ambition translates into careerism, which can have a damaging impact on our profession.

The limited scope of this study rules out definitive results, but the results could provide a basis for a study on where we should be going. A great deal of work needs to be done. Studies such as this only scratch the surface in determining conclusive evidence. The bottom line is that the senior NCO'S attending the 1988 Sergeants Major Academy believe officers are not performing effectively in their roles as decisionmakers.

RECOMMENDATIONS

1. The scope of the project limits its applicability to other populations within the Army. The fact that there is a leadership problem, real or perceived, is no longer questionable. Based on the above, I recommend a more comprehensive study be conducted by future AWC students.
2. Improve both officer and NCO leadership training at all levels to bridge the gap of trust and loyalty.
3. Increase command emphasis to ensure officers are involving NCO'S in the decision-making process.
4. Involve NCO'S in the training of junior officers.
5. Somehow, the Army must down-play the "non-selectee" stigma. Career satisfaction should not depend on rapid progression through a narrowly defined career pattern.
6. Implement more human relations training at all levels of the officer professional development process. Training should include but not be limited to: participatory management, group solidarity, worker satisfaction, conflict, communication, and understanding the worker (soldier).

BIBLIOGRAPHY

Smith, Perry M. Taking Charge. Washington D.C.: National Defense University Press, September 1986.

York, Joseph O., LTC., et al. Ethics - Do Senior Officers Walk Where They Talk. Carlisle Barracks: US Army War College, 23 March 1987.

Officership. Maxwell Air Force Base: US Air War College, July 1968.

Study on Military Professionalism. Carlisle Barracks: US Army War College, 30 June 1970.

US Department of the Army. Army Regulation 600 - 100: Army Leadership. Washington: 17 April 1986

US Department of the Army. Field circular 22-9-1: Leader Development Program, Military Professionalism (Platoon/Squad Instruction). Fort Leavenworth: 4 September 1984.

US Department of the Army. Field circular 22-9-3: Leader Development Program, Military Professionalism (Battalion Instruction). Fort Leavenworth: 4 September 1984

US Department of the Army. Field circular 22-102: Soldier Team Development. Fort Leavenworth: 1 October 1985.

US Department of the Army. Field Manual 22-100: Military Leadership. Washington: 31 October 1983.

US Department of the Army. Field Manual 22-999: Leadership and Command at Senior Levels (draft). Fort Leavenworth: 15 November 1985.

US Department of the Army. Field Manual 100-1: The Army. Washington: 14 August 1981.

US Department of the Army. MQS I Ethics and Professionalism Training Support Package. Fort Benjamin Harrison: 15 May 1981.

US Department of the Army. MQS III Ethics and Professionalism Training Support Package. Fort Benjamin Harrison: January 1983.

APPENDIX I

WRITTEN COMMENTS

Fifty of the 141 senior NCO'S who completed the questionnaire elected to answer the two (2) optional questions and/or provide additional comments.

Fifty of the 54 officers who completed the questionnaire elected to answer the two optional questions and/or provide additional comments.

Due to space constraints it was not possible to include all written responses. I have chosen the more legible ones.

NCO WRITTEN COMMENTS

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Leave to the NCOs

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Leave us alone

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Look out for their well being.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Let them take charge.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *MAX CONCERN FOR THE CARE OF THEIR SOLDIERS.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *BY ALLOWING THEM TO UTILIZE THEIR TALENTS/EDUCATION.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

if the NCO. do their job.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

see responsibility

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be involved with all aspect of soldier/soldiering and have good relationships with their NCO's -

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Understand the experience and abilities, especially of the Sr. NCO ranks.

Thank you for completing this survey. Please place the questioninaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be a good listener.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Yes

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Assure that they train the soldiers for war.
I am training effectively. Do not waste
the soldiers time.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Help with the planning. Draw from
their experience. Believe that NCOs
have a brain to think with.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? LISTEN TO NCO'S RECOMMENDATIONS & TAKE A PERSONAL INTEREST IN SOLDIER PROBLEMS.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

1) LISTEN TO NCO RECOMMENDATIONS (2) TRUST THEIR NCO'S (3) GIVE THE NCO'S LATITUDE & ROOM TO DEVELOP (4) BE MORE TOLERANT OF MISTAKES.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be concerned & take a personal interest

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Listen to the NCOs

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *THEY SHOULD KNOW THEIR NCO LEADERS, AND INSURE THAT THOSE NCO'S ARE DOING THEIR JOBS. THEY SHOULD KNOW THEIR UNITS, AS FAR AS WHATS GOING ON IN THEM.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *ALLOW THE NCO'S TO DO THEIR JOBS, AND MONITOR PROGRESS CLOSELY.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Start, begin sometime

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

by continuing and improving ways to continue to provide a better

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

THEY SHOULD BE CARING FOR THE HEALTH, WELFARE, AND MORALE OF SOLDIERS INSTEAD OF THE CAREERS AND DEBS

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

THEY SHOULD TRUST AND RELY ON THE EXPERIENCE AND KNOWLEDGE OF THE NCO CORPS TO HELP RUN THE ARMY.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? By UNDERSTANDING THEIR NEEDS, FAMILIES Support and WORKING ENVIRONMENT.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

LET THE NCOs DO THEIR JOB, BY GIVING them the TRUST, CONFIDENCE and UNDERSTANDING.

Thank you for completing this survey. Please place the questioninaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS: NONE

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *START CARING FOR THEIR SOLDIERS RATHER THAN THEIR OBE'S & THEMSELVES SOLDIERS SEE THE DAY TO DAY BOOT LICKING THAT OCCURS.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *ASK THE NCO THEY ARE DEALING WITH, THERE IS NOT MUCH COMMUNICATION, IF THEY HAVE DOUBT*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

IF THIS QUESTIONNAIRE WAS COMPLETED HONESTLY, I DON'T UNDERSTAND WHY AN O3 WITH 4 YEARS COULD RECEIVE MORE PAY THAN AN E9 WITH 20 YRS.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Keep their mouths shut and utilize their NCO's.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By not trying to micromanage the unit's training.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By Teaching, training the soldiers in his/her command.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

for Training

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Mission first, people always philosophy. Listen.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Rely on them considerably. Always see what they have to offer.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

LISTEN TO & SUPPORT NCO'S

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*GIVE PROBLEM TO NCO
EVALUATE PLAN OF NCO
LEAD EXECUTION TOGETHER WITH NCO*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By having honest, live concern for them.
Do not go thru the motions of the things you have to do.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Learn what every NCO is good at - encourage those talents by proper delegation of authority and do not get frustrated when NCOs fail - make failures a lesson in experience.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

Overall - I am satisfied with the American officers - we have some "problem" individuals, but the majority are professional and competent.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *Get to know their soldiers and come down off their clouds long enough to know how the life, help live.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *Spend more time developing these talents and entrusting them with responsibilities. Senior NCOs can and would take a lot of the work load off officers if allowed.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? Quit worrying about the next promotion & really look at soldier problems. When mistakes are made, look truly at the "whole man" concept. Train, educate, and care subordinates. Stay out of private lives of junior enlisted people. For God's sake quit judging lower enlisted by professional talents of the NCO Corps?
129. How do you feel officers should best utilize the unusual criteria. we're better educated now. we're not the idiots you think we are. Leave us the hell alone and let us do our job.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

Quit chaptering mistakes. We, the senior NCO's, need to live with our mistakes & train soldiers. Officers seem to accommodate us by chaptering our mistakes. Make us learn our jobs to include

Officers need to quit managing and get back to leading. Managing isn't leading

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Changing their arrogant attitude and superiority complex. Communication is the key. Work closer together with Senior NCOs - we came from the ranks & we know what works and what does not!

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

To lead and train subordinates for mission accomplishment & let the NCOs involved in decision making. They are mature individuals who possess unique perception of the unit's pulse.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

From time to time there are few NCOs who lack the proper level of education to cope with high technology - Please allow good NCOs to get the proper level of education. Identify dead wood and get rid of them now! Thank you for this opportunity.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

by knowing the Soldier, listening to the NCO, standing up for what is right even though it may conflict with superiors.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Let him/her do his/her job, communicate and work together to derive a solution to a given problem
Support the NCO*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Police the officers and provide their expectations to the senior enlisted and allow that NCO to do what is necessary. Do not tolerate senior NCOs who are not willing to do their job.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

As stated above and encourage and demand that senior NCOs work with junior officers to educate them on Appearance, PT, promotions (enlisted), awards etc.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? Do not get so involved in mission That They forget about Soldiers.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Listen To The NCO and combine knowledge with experience.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Use the NCO chain that is in place
If it isn't working, move it or correct it with
the help of higher NCO's.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Draw upon it, take MAX use of it.
We don't know it all, but we do know something.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

If you have a NCO chain that isn't working for
the completion of the goals of the unit, see where the
problem starts. If it is the 1st, move him, and put it
on paper. This should be done with any NCO in the unit.
Don't keep it in the company, let others see the problem.
E.E.R.'s, Council, statements, letters of reprimand work wonders.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be more - part of the team, get concerned, not just how they appear to their SR Rater!

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Recognize those who are talented and competent -
Have the mental courage to help eliminate those
who are substandard!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

LET NCO'S TRAIN AND TAKE CARE OF SOLDIERS

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

LET NCO'S BE THE TRAINERS AND MENTORS OF SOLDIERS.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By listening to NCO's suggestions and taking them into consideration in supporting the soldiers.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By letting them do the job.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

With the best line supervisor. They are the ones that know the soldiers best.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By having them to come up with ideas of how to better utilize training time and equipment.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

1. Provide soldiers with the best possible working living and messing facilities.
2. Let NCO's do their jobs - Don't micro-manage -- From General to Second Lieutenant.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Let The NCO's do their jobs.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By letting their senior NCOs handle the dining side of the house and accept their advice unless it is obviously false

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By demanding their total involvement, accepting their advice, and working with them as a team. Officers should issue orders, give directives, specify commander's intent and then let the NCOs do their job - intervening only when

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

mistakes are made and not interfering opinions when the mission is being successfully accomplished

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *By making sure they are trained to accomplish their mission and understanding that there is a feeling of being a team.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *By listening to their input prior to making a decision that will affect the entire unit.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

This survey is written in reference to company commanders and high officers in mind. (not platoon leaders and 2nd company level)

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*look out for thier welfare,
education, and families support system*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

as trainers!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

that can go a long way to making them feel that they are satisfied. They only react.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

officers should manage and give guidance. NCO's should be trained and give orders. NCO's have more experience in general and must be relied on.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*Let the noncommissioned officers
do their job.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Listen, seek advice, give credit where
it is due*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *SUPPORT THEIR SOLDIERS, BE FIRM, BUT HAVE COMPASSION.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?
*LISTEN AND HEAR THE NCO'S, AND LEARN FROM THEIR EXPERIENCE.
(IT WILL KEEP YOU OUT OF TROUBLE).*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

More emphasis on family support

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Teaching during day to day operations
in and out of field as a counselor.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

as leaders should do what you get paid to do

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

to some extent yes because NCOs have dealt with these problems longer.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

N/A

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *By taking care the welfare of the soldiers, and their families.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *yes*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

OFFICERS' WRITTEN COMMENTS

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By total concern. The officer is completely involved in every aspect of the unit. He is trained to take care of soldiers the same way he is committed to the mission. The officer has far greater feeling for soldiers

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

We don't. Most of the time we give up on the NCO Corps. The Officer Corps is the backbone of our Army, regardless of the lies we tell at our change of command ceremonies.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

There are many examples of outstanding NCO and I am a better officer because of having served with them. However, the NCO Corps has never come close to the level of selfless service which characterizes the officer.

from the Army's NCO Corps

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

1. Learn their needs & problems
2. Work on quality of support delivery systems in general
3. Intercede in some specific cases.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

1. Advise
2. Execution
3. Soldier training

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

1. Junior officers understand NCO's less - more prone to stereotypical officer/NCO mistakes.
2. Major problem in Off/NCO relations stems from age difference at junior officer/NCO level. Senior NCO's understand & respect senior officers.
3. Dual chain of command thru Battalion is confusing. Contributes to and fuels the we/they² problems. CSM usually too powerful, undermines junior officers. Relations are contentious.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

1. insure they are fully trained & properly lead.
2. insure equipment is serviceable, family needs are fulfillable, and
3. insure soldiers have a feeling of self-worth, that they belong to a "good" organization, and that what they do is important & worthwhile.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

1. NCO are professional advisors, supervisors and motivators. Officers need to listen to them, hear them, and back them. "Sergeant's Business" is many things - primarily it is training & leading small units, dealing with minor personal problems of enlisted personnel and advising officers of needed assistance, policy changes, and personnel programs.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

1. An additional responsibility of senior (E-7-E9) NCO's is to train junior (O2-O3) officers. (especially at company level), no junior officer can be successful without some serious mentoring by his plt Sgt, 1st Sgt, 1st Sgt or some one to educate him. NCO's can do much to teach the traits surveyed here, and to uphold the integrity & competence of the officer corps charged with making the decisions they as NCO will have to carry out.
2. Without professional, dedicated, compassionate, serious-minded NCO's - we will not survive as an Army.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

They are the most important asset we have and need to be cared for accordingly. They want to be treated with the same respect that we want or demand from them. They need to know that they are well trained and tough - self-confidence is critical in soldiering.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

They are the first line trained - we must hold them personally and corporately responsible for the individual skills training of our soldiers. They must provide the officers with soldiers who are technically and tactically trained at the individual level.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

There are still too many officers at our grade who don't allow NCO's to "do their thing". They are afraid that a young NCO will make a mistake that will "COST them". One of the best measurements for a well trained unit is to take the officers away and see how the unit performs. I do it routinely. By the way, the same procedure is useful in showing an NCO that is troops are or are not trained.

Too many officers don't know how to "let go". I think the NTC⁴ is teaching us to do a better job of this - - - P.S. good survey

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By DEMANDING HIGH STANDARDS IN LITERALLY EVERY AREA, AND THEN CHECKING, CHECKING, CHECKING. FOCUS ON TRAINING FOR WAR, WHILE INSURING THAT SOLDIER LIVING STANDARDS ARE AS HIGH AS POSSIBLE. ALLOW FOR "MISTAKES" WHEN NCO'S ARE IN THE PROCESS OF SEEKING EXCELLENCE. "POWER DOWN" - MAKE NCO'S DO THEIR JOB; TEACH them to BE RESPONSIBLE. NCO'S ARE RESPONSIBLE FOR INDIVIDUAL SOLDIER PREPARATION AND TRAINING; OFFICERS ARE RESPONSIBLE FOR COLLECTIVE TASK AND OPERATION.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

PICK-OUT the TRULY top quality NCO's who ARE RESPONSIBLE AND TOTALLY PROFESSIONAL. CONSTANTLY keep them with soldiers so they can COACH & TEACH young NCO's - in their minds. Trust these good NCO's to the MAX, so others will catch-on and hopefully EMULATE.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

You must understand that I am not high on the NCO's ^{Corps} across the board. Certainly we have super, hard-driving, "take charge", self-motivating, pro's, but they are a small minority. The majority of our NCO's are laid-back, not technically proficient and will work the fewest hours possible. ~~Consequently~~ ^{Inconceivable that very few genuinely care for their soldiers.} Consequently, officers must make up for their shortcomings. The weakest NCO level is E6 and E7. To ensure that the soldiers is disciplined, trained, and cared for, officer must be technical, proficient, set high standards, and check constantly that those standards are met. Teach and coach constantly those soldiers with potential leadership; discipline hard those who can't cut it. Trust those truly good NCO's to operate independently, and train their own. Tom, the NCO challenge is truly a complex one, and my feelings run deep on the subject. Will be more than happy to discuss in detail with you if you're like. Space here is not adequate.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*UNDERSTAND WHAT SOLDIERS ARE ALL ABOUT!
LEAD THEM, TRAIN THEM AND ORGANIZE THEM.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

TRAINERS, LEADERS AND EXECUTORS.

Thank you for completing this survey. Please place the questioninaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Train them well for their wartime jobs

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

To train soldiers in individual skills & to lead small units.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By balancing military somewhat rigid and demanding expectations with a genuine interest in their personal & family lives and situations

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Delegate more - expect failure occasionally - teach & train - build confidence by showing & considering & relying on the NCO judgement & recommendation - I frankly do not know how you can do "otherwise"

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

Difficult to keep your own personal mode of operation out of this & generalize to the officer corps as a whole - only partly succeeded at this.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

- Know them
- Demonstrate concern

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- Allow them to do their part
- Give credit when due

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

- TRAINING
- FAIR + IMPARTIAL POLICIES
- ~~TEACH~~ ^{BUILD} SELF + UNIT CONFIDENCE

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- GIVE THEM REAL RESPONSIBILITY
- SUPPORT THEM
- INSURE ~~THEM~~ + EVALUATE TECHNICAL + TACTICAL QUALIFICATIONS
- HOLD THEIR FEET TO THE FIRE.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

A SOLDIER WHO IS WELL TRAINED,
WELL MAINTAINED IS CARET FOR.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

AS TRAINERS OF SOLDIERS.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *By insuring they are well trained and can do every mission; and by insuring that their families needs are taken care of.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps? *By allowing NCOs to do NCO business, and giving them maximum latitude in accomplishing their missions with the least possible supervision based on NCO's experience.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be concerned about the individuals,
personnel development, wants, and needs.
Use the motto: "People are the most important asset we have."

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Know their NCO's strengths & weaknesses. Use the strengths & help them to improve their weaknesses with extra help.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

GET THE NCO INVOLVED.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

HELP ENERGIZE THE NCO CORPS TO POLICE ITS OWN RANKS!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be honest and understanding. Listen to their needs. Be sensitive to their needs. Be fair and honest.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Working together to develop a plan of action. The best talent of both, old & new, to provide a motivated and professional atmosphere for soldiers to train in.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

There is a strong feeling in the relations that is being
kept in mind. The relations are being kept in mind
and the relations are being kept in mind.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Target approaches for a CW are to be having and build a good reputation. It is imperative to build confidence in the AI system.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Let the NCO corps do soldier business at the lowest applicable level.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

As first line leaders / example / teachers / doers / - the man in charge!!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*Get involved, totally in their unit and
it takes operations - one is off duty.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Exploit whatever talent displayed to the max.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*TEACH THEM TO TRAIN OTHERS AND THEY CAN
FOR THEIR SOLDIERS*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

EXECUTION OF TRAINING PROGRAMS

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By training their soldiers tough to survive in combat and look to their personal/family needs.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By sitting down with your NCO's and assigning them a mission - then stand back - let them do it! And hold them responsible for accomplishing!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be concerned, considerate, consistent. Ask how your decisions (or those of higher/lower headquarters) will impact on your soldiers.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Take advantage of their training, skills, & advice. Use them to train, lead soldiers, to set enlisted standards.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By ENSURING THEY ARE TRAINED, & LISTENED TO, AND BOTH THEY & THEIR FAMILIES ARE CARED FOR.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By LETTING NCOs BE IN THE FOREFRONT OF ACTIVITIES AND PERMITTING THEM TO PLAY AN ACTIVE & INVOLVED ROLE IN THE ORGANIZATION!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Officers should have the most caring of their soldiers. Make sure they are trained, equipped, and free of other responsibilities so they can do their jobs. Make sure they are doing everything they can to do what they have to do, build up their confidence, and help them out.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Accept advice and opinions freely. Recognize that NCOs share the same goals and objectives, trust them to do their best to get the job done. Let them do their jobs and take corrective action when they can't.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Officers should be fair to the soldiers and not be too hard on them. They should be fair to the soldiers and not be too hard on them. They should be fair to the soldiers and not be too hard on them.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Officers should use the NCO Corps as much as possible. They should use the NCO Corps as much as possible. They should use the NCO Corps as much as possible.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*Seek a support concerned, talented,
innovative NCO's*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

As trainers and leaders

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Be competent
Be honest
Be Loyal
Be ethical

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Give them more Responsibility
include them in planning (Get their views)
Use them to teach / Mentor young soldiers
Have them set the standards (With officer direction) For excellence

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Train them to do their jobs (technical proficiency, to survive (combat skills), & to be and demand discipline, loyalty & dedication

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- They're the doers - let them do!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Ensure they are well trained, challenged, and cared for with genuine concern. Ensure they are paid, promoted, and recognized for their contribution.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Use the expertise, advice, and professionalism to make our soldiers and units better trained and more prepared for war. Give NCO's the authority to demonstrate their talents.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*Keep them well trained.
Take care of professional development.
Care for their personal & family lives.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

NCOs are the operators. Should be given responsibility for the execution of plans and programs. Officers plan, supervise & help prepare NCOs for their jobs.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Listen carefully

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Ask opinions and suggestions -- and listen to response

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

- KEEP them INFORMED
- SHARE their Hardships
- KNOW where & how they live (Families)

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- STRONG NCOBP Program
- Fix Responsibility at NCO level for their Areas, AND
HOLD them Responsible.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*By listening and doing as honestly
as humanly possible.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

As trainers and leaders

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*In they are and stay tactically and technically competent.
Set a good example. Take a genuine interest in their lives.*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Trust them. Give guidance, then give freedom to comply.
Counsel often. Set standards high and enforce. Be fair.
Reward + punish as appropriate. Be encouraging.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Treat them like adults - give them responsibility jobs - ^{give} them the authority to accomplish the job - provide advice and assistance when needed or requested. otherwise let them have their head.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

Then the NCO should

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Training soldiers

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

EDUCATE

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

PICK ONLY BEST FOR PROMOTION. TOO MANY SURVIVORS.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By allowing NCO's to conduct NCO Business and to be appreciative and aware of awareness to soldier's health, welfare, and problems. Officers need to be sensitized to the enlisted Corps by expressing concern. This is done by establishing programs that are attuned to the soldier's problems than a variety of soldier's awareness.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

By capitalizing at their wealth of knowledge and years of expertise in a given field.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

1. Provide realistic, challenging training.
2. Provide opportunity for professional development.
3. Maintain discipline.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

1. As principal trainers.
2. As advisors on all enlisted matters.
3. To maintain standards & discipline.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

- 1) Train them for combat
- 2) Understand personal needs and ensure they are met.
- 3) " " professional needs " " " " "
- 4) Be a human being & communicate, communicate, communicate

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- 1) More responsibility; more authority to NCO Corps
- 2) Train, develop junior NCO's
- 3) Assume duties now executed by officer Corps.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

1. Make sure they're trained as well as possible for their wartime mission
2. Make sure they hit all their prof. dev. gates - schools, etc.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

let them run NCO/enlisted affairs + things

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

By creating a positive command environment in which soldiers can feel a real sense of achievement and enjoy the best possible quality of life both on & off duty.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Officers can best utilize the NCO Corps by insuring that NCO's are permitted to really function as NCO's in the many grass roots tasks they are expected to perform. Basically, let the NCO's do the job with a minimum

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor

of detailed guidance, direction and interference.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

- Provide meaningful mission challenge.
- Give opportunities for reward; fair & just punishment
- Expect standards to be recognized & met
- Lead & care (let them know & show)

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

- Partner in leadership; Developers of Jr enlisted.
- Evaluation of mid & Sr enlisted.
- Conduct of individual training (Heval w/ officers)

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

I'm basing this on recent associations with a broad range of officers (& WO) from platoon thru MAJCOM level. Majority are excellent. Yet, peacetime resourcing (# & personnel shortages) are daily challenges & distractors. By all measures, a meaningful unit mission and fair participation leadership, ^{between officers & NCO} are the best factors for a successful unit. NCO's want to get the job done right. The volume of ^{peacetime} work, never ending, drains away the feeling that "The Army" cares.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

GOOD TRAINING
GOOD DISCIPLINE
PERSONAL INVOLVEMENT

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

PROHIBIT OFFICERS FROM DIRECT DEALING W/ JR EN.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

THE PBLM W/THE ARMY IS THAT OFFICERS DON'T PROPERLY USE NCO'S & NCO'S DON'T . KNOW HOW TO DO THEIR JOBS.

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

LISTEN
PARTICIPATE
feel

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

1. LEAVE NCO BUSINESS
2. Send all newly promoted ESs to NCOA w/in 3 mos
of promotion.
3. hold him responsible.

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers? *Make sure they are trained & prepared for combat. It's criminal to think that soldiers could be sent into combat unprepared!*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

Officers should plan and let the NCO's execute, Give them mission type orders and let them run with the ball!

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

*Train to standard for war and lost after
battle*

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Let the NCO take charge & monitor &
guide - Let them do their job*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

QUESTIONS 128 and 129 ARE OPTIONAL. WRITE YOUR ANSWER ON THE QUESTIONNAIRE IN THE SPACE PROVIDED.

128. How do you feel officers should best care for their soldiers?

TREAT SOLDIERS THE WAY YOU WANT TO BE TREATED.

129. How do you feel officers should best utilize the professional talents of the NCO Corps?

*Give Sergeants the latitude to do their duty.
If they cannot, they get rid of those who do not.*

Thank you for completing this survey. Please place the questionnaire in an envelope and return it to the survey monitor.

ADDITIONAL COMMENTS:

Good Survey